


Analysis of the Performance of the Apparatus of the Protocol and Communication Section of the Regional Secretariat Leaders in Supporting the Activities of the Mayor of Bandung

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Article Info	ABSTRACT
Keywords: Analysis, Performance of Civil Service Resources, Bandung City	This research is motivated by the lack of performance of human resources in the Protocol and Leadership Communication Section at the Bandung City Regional Secretariat. The purpose of the study was to analyze and determine the performance of human resources in the Protocol and Leadership Communication Section at the Bandung City Regional Secretariat. Then using a descriptive qualitative method. The data sources used are primary data and secondary data. Data collection techniques through observation, interviews and documentation. Data analysis methods with data reduction, data presentation and drawing conclusions. The results of the study showed that the Analysis of the Performance of the Protocol and Leadership Communication Section of the Regional Secretariat in Supporting the Activities of the Mayor of Bandung. The productivity indicator has been implemented but is still not optimal. apparatus resources of the Protocol and Communication Section of the Bandung City Regional Secretariat. The indicators of responsibility and accountability have been implemented quite well. The indicators of responsiveness based on the results of the study are still not optimal. Then, the indicators of service quality apparatus resources of the Protocol and Communication Section of the Bandung City Regional Secretariat has been implemented quite well. Inhibiting Factors Protocol and Communication Section of the Regional Secretariat of Bandung City in improving the performance of human resources, namely the limited number of human resources and the lack of coordination between agencies. Then efforts are made to overcome inhibiting factors Protocol and Communication Section of the Regional Secretariat of Bandung City in improving performance apparatus resources, namely increasing apparatus resources and increasing coordination between agencies
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INTRODUCTION

Apparatus performance is the ability of an employee to carry out his/her duties and responsibilities. Apparatus performance is related to the quality and quantity of employees in an organization or government agency. Apparatus resources include things such as educational qualifications, work experience, skills, work motivation, and competency

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development, where several factors that influence apparatus performance include organizational restructuring, work motivation, competency development, apparatus capacity building, and good governance.

In carrying out their duties and fulfilling invitations to events related to government or non-government, regional heads, deputy regional heads and regional secretaries need assistance in conditioning and ensuring that activities or events to be carried out are in accordance with applicable regulations. In addition, there also needs to be documentation and provision of information to the public on the achievements and activities carried out by the regional head so that there is an objective assessment from the public on the performance of the regional government, especially the regional head.

In addition to organizing an event, documenting the Regional Head is one of the efforts in building the image of a Regional Government, especially the Regional Head himself. Photography and videography continue to develop and become a necessity for the community in general, including in the field of regional government. In addition to being a public relations documentation, photos and videos are now made to meet many needs and maintain the image of the regional head and convey a good impression to the community. However, the function of these photos and videos cannot be carried out properly without the use of other media in posting such as social media. This is the synergy needed by the Leadership Documentation Sub-section as documentation of the leadership and writing of minutes in the field with the Leadership Communication Sub-section as an information editor and information disseminator.

The Leadership Communications Sub-Division plays an important role in ensuring that leaders in the regional secretariat have access to the information needed for effective decision-making. This apparatus is tasked with providing relevant information, including reports, analysis, or other important data. In addition, this unit is also responsible for coordinating internal communications between leaders and other units in the regional secretariat. By facilitating meetings and monitoring the flow of information, the Leadership Communications section ensures that internal communications support the organization's goals and policies.

Considering that the duties of the Protocol and Leadership Communication Section are very important in organizing all kinds of protocol activities, good performance is needed from all employees of the Protocol and Leadership Communication Section of the Bandung City Regional Secretariat. In line with the current government system, government protocols are required to change the paradigm in every implementation of the government system and activities. Article 7 paragraph (1) of Law Number 9 of 2010 concerning Protocol explains that the implementation of protocol is an official event carried out by protocol officers who are part of the secretariat of state institutions or government agencies and everything related to protocol duties including services to the mayor, deputy mayor and regional secretary.

In its implementation, protocol services for the mayor and deputy mayor in the Bandung City Government are still not optimal. The results of the performance evaluation of

the Protocol and Leadership Communication Section of the Bandung City Regional Secretariat show that there are still several obstacles and problems that affect the performance of the employees of the Protocol and Leadership Communication Section. As a result, the satisfaction of the service expected by the leadership has not been fully achieved. There needs to be an effort to improve and increase coordination between the Protocol and Leadership Communication Section and related agencies to ensure that the information and needs required by local government administrators can be met effectively. Thus, it is hoped that the implementation of Law Number 9 of 2010 can run optimally in accordance with its objectives in providing good protocol services for high-ranking officials in the Bandung City Government

On that occasion, the Mayor of Bandung also said: "I express my appreciation for today's activities. Problems arise due to lack of communication and friendship, the role of Prokompim in communicating leadership activities to the community is one of the important things so that there is no misinterpretation of leadership policies that are not conveyed to the community." (Mayor 2022).

The Mayor of Bandung also added a statement as a form of direction and performance evaluation as follows: "Then if I cannot attend an event but I am asked to attend for a while, please just say so. Because there are some events that cannot be followed until the end so that good intentions look bad, instead it becomes crowded and talks about solidarity. Even though I said from the beginning that I could not attend because of limited time. If I really want to attend, can the rundown be changed or not, just say so. Thank you Prokompim has been very helpful in my functions and duties. The speech needs to be corrected, because it does not always have to talk about regulations. If possible to the point and more about the policy. Sometimes it still requires a speech in many activities in one day. But if the speech needs to be corrected again, it adds additional thoughts and is a bit difficult."

Considering that the Protocol and Communication Section of the Regional Secretariat Leadership is a key component in the organizational structure of the regional government, this unit has a strategic role in supporting the smooth running of various official events and communications involving leaders within the Regional Secretariat. By ensuring that protocols are adhered to and communications are effective, this section becomes the backbone of the decision-making process and policy implementation at the regional level. Therefore, research on the Performance of Apparatus in this section will provide valuable insights in efforts to improve the effectiveness and efficiency of regional government operations.

Compared to previous studies, this study has several novelties, including the research context that focuses on the Mayor of Bandung to evaluate the performance of the Protocol and Leadership Communication Section. This different context can produce differences in the challenges, needs, and dynamics faced by the Protocol and Leadership Communication Section in supporting the activities of the Mayor of Bandung. In addition, seen from the purpose of the previous study to identify problems or deficiencies in the performance of the Protocol and Leadership Communication Section in general, while this study aims to analyze

the performance of the section specifically in supporting the activities of the Mayor of Bandung. This different focus can produce findings and recommendations that are more focused and relevant to the specific needs of the City of Bandung. The findings of this study can provide a more specific understanding of the strengths and weaknesses of the Protocol and Leadership Communication Section in supporting the activities of the Mayor of Bandung, while the recommendations produced can also be more in accordance with the context and needs of the city, by providing more focused solutions and more practical implementation. Top of Form

Based on the background and identification of the problem, it is necessary to limit the problem to be studied. Limiting a problem is used to avoid deviations or broadening the main problem so that this research is more focused and easier to discuss so that the research objectives will be achieved. This study focuses on the use of human resources in the performance of the apparatus of the Protocol and Communication Section of the Bandung City Regional Secretariat Leadership. Based on the formulation of the problem above, the intent and purpose of this study are: To analyze the performance of the apparatus of the Protocol and Communication Section of the Regional Secretariat in supporting the activities of the Mayor of Bandung. To analyze performance obstacles of the apparatus of the Protocol and Communication Section of the Regional Secretariat in supporting the activities of the Mayor of Bandung. To analyze efforts to improve the performance of the Protocol and Communications Section of the Regional Secretariat Leadership in supporting the activities of the Mayor of Bandung.

METHOD

This study is a qualitative study with a descriptive approach, in order to describe and explain the performance of the Protocol and Communication Section of the Regional Secretariat Leadership in supporting the activities of the Mayor of Bandung. In this study, the researcher explains the concept, indicators and sub-indicators in more detail to be used as interview guidelines. This step is intended to make it easier for researchers to analyze existing problems to find solutions to these problems.

Operationalization of the Concept

In the operational concept, researchers describe variables in the form of concepts or aspects which are then described in the form of dimensions and indicators which then become interview guidelines. This step makes it easier for researchers to analyze existing problems in order to find solutions to existing problems. The operational concept can be shown in Table 3.1 below:

Table 1 Operationalization of the Concept

Draft	Dimensions	Indicator
Performance Concept (Agus Dwiyanto, 2006)	1. Productivity 2. Responsibility	service input and service output In accordance with the principles of the organization

Draft	Dimensions	Indicator
	3. Accountability	Form of organizational accountability
	4. Responsiveness	the organization's ability to recognize community needs
	5. Quality of Service	community satisfaction

Source: Processed by researchers, 2025

Required Data

According to Arikunto (2013) data and information are important parts of research, therefore the resources that will be used in the research must be determined. The source of data in research is the subject from which the data can be obtained. So in taking data, the origin of the data and from whom the data was obtained must be clear. So that the data has a clear source and can be accounted for.

Observation of primary data sources through interviews cannot be separated from the words of informants or people being observed. In this process, there are three activities that are focused on and very influential, namely seeing, hearing and asking. This process cannot be separated from the next action taken by the researcher as a form of response to the interview results he obtained.

To make it easier to identify data sources, Suharsimi Arikunto classifies them into 3Ps, namely person, place and paper.

1. Person, the data source is a person, where the data source can provide data in the form of oral answers through interviews or written answers through questionnaires
2. Place, data sources in the form of places, namely data sources that present displays in the form of still and moving conditions, for example rooms, equipment, tools, forms of objects, activities, performance, teaching and learning activities and so on.
3. Paper, data sources in the form of symbols, namely data sources that present signs in the form of letters, numbers, images or other symbols, more simply it can be called a documentation method

Informants and How to Determine Them

In qualitative research, the main consideration in data collection is the selection of informants. Informants are people or related parties who have been designed by researchers to provide information that truly recognizes the object of research to be carried out so as to support the research process. The selection of informants is very important so it must be done carefully, because this study examines the Performance of the Protocol and Communication Section of the Regional Secretariat Leadership in Supporting the Activities of the Mayor of Bandung

Data collection and analysis techniques

To obtain valid data (describing what is real), reliable or dependable (the data can be trusted), and objective, therefore a proper data collection technique is needed. In this writing, the author uses a combination of three techniques, namely interviews, observation and documentation.

In this study, data analysis activities were carried out by grouping data obtained from data sources related to the importance of the performance of the Protocol and Leadership Communication Section in facilitating the activities of regional heads in Bandung City. According to Muslich, what is meant by data analysis is the implementation of data by researchers after the data is collected. The 3 (three) components of interactive data analysis used are as follows:

1. Data Reduction, field data is poured into a complete and complete description or report. Field reports will be reduced, summarized, selected the main points, focused on important things and then searched for themes or patterns. Data reduction is very important in data analysis, especially if the data owned is very large or complex, making it difficult to process and interpret efficiently. By doing data reduction, data analysis can be done more efficiently and accurately, so that it can help make better and more effective decisions.
2. Data Display, after the data is reduced, the next step is to display the data. Data display can be in the form of a table, or a collection of sentences. Data presentation is intended to make it easier for researchers to see the overall picture or certain parts of the research. Therefore, in this study the researcher presents data in the form of a narrative description with the aim of being able to find out the performance of the Protocol and Communication Section of the Regional Secretariat Leadership in supporting the activities of the Mayor of Bandung and to find out the obstacles to the performance of the Protocol and Communication Section of the Regional Secretariat Leadership in supporting the activities of the Mayor of Bandung
3. Data Interpretation (Interpretation), researchers try to describe the collected data which is poured into a conclusion that is still tentative. Data interpretation is the final stage in qualitative data analysis techniques that are carried out by looking at the results of data reduction while still referring to the analysis objectives to be achieved. This stage aims to find the meaning of the collected data by looking for relationships, similarities, or differences to draw conclusions as answers to existing problems. The initial conclusions put forward are still temporary, and may change if no supporting evidence is found in the next data collection stage. However, if the conclusions put forward in the initial stage are supported by valid evidence, then the resulting conclusion is a credible conclusion. Verification is intended so that the assessment of the suitability of the data with the intent contained in the basic concept of the analysis is more precise and objective.

RESEARCH RESULTS AND DISCUSSION

The research result is a review of the validity of the research result. The discussion of the research result can be explained as the researcher's original thoughts to provide explanations and interpretations of the research result that has been analyzed in order to answer the questions in the research. So, the discussion of the research result is a discussion of the findings obtained.

Performance of the Protocol and Communication Section of the Regional Secretariat Leadership in Supporting the Activities of the Mayor of Bandung?

In order to discuss the performance of the apparatus of the Protocol and Communication Section of the Regional Secretariat Leadership in supporting the activities of the Mayor of Bandung, the concept used by the author is based on the theory put forward by Agus Dwiyanto (2006) which explains that there are 5 (five) performance indicators that will be analyzed, namely: Productivity, Responsibility, Accountability, Responsiveness and Quality of Service. The following is the concept used by the author and the results of interviews with various sources (informants) of the study to respond to the research problems that the researcher conducted in the Protocol and Communication Section of the Regional Secretariat of Bandung City.

a. Productivity

Based on the results of observations that researchers conducted during field research, it was found that the productivity of human resources in the Protocol and Leadership Communication Section was... The Bandung City Regional Secretariat is still not performing optimally, because the communication carried out has not been carried out efficiently, researchers conclude that the performance carried out by human resources is still not optimal and the importance of efforts made to improve performance that will be implemented with the aim of increasing the quality of productivity.

The productivity of human resources in the Protocol and Leadership Communication Section of the Bandung City Regional Secretariat plays an important role in improving the performance of regional government. This section is responsible for supporting communication and coordination between regional leaders (mayors, deputy mayors) with the public and other agencies. Several factors that can affect the productivity of human resources in the Protocol and Leadership Communication Section are as follows. Time Management a personnel in this section must be able to manage time efficiently, considering the many events, meetings, and activities that require special attention from regional leaders. Productivity can increase if the available time is utilized well to plan, organize, and execute existing tasks. Communication Skills, human resources working in this section need to have good communication skills, both in conveying information verbally and in writing. This ability is very important so that the message conveyed by regional leaders can be clearly received by the community and related parties. The use of information technology, such as email, social media, and communication management systems, can increase productivity in conveying information more quickly and accurately.

Then HR training and development, competent human resources greatly affect the performance of the Protocol and Leadership Communication Section. Training and development programs such as improving news writing skills, public speaking, event management, and the use of more modern communication technology will increase work effectiveness and efficiency. Improving technical and managerial skills, in addition to technical skills, managerial skills in leading teams, planning activities, and organizing event logistics are also very important to improve performance. Coordination between sections,

this section must have good relations with various agencies or other sections in the Bandung City Government. Close cooperation between teams will facilitate coordination, speed up the decision-making process, and reduce miscommunication that can hinder productivity. In this case, to improve the productivity of human resources in the Protocol and Leadership Communication Section of the Bandung City Regional Secretariat, it is important to manage time efficiently, improve communication skills, provide ongoing training, ensure solid teamwork, utilize technology, and conduct regular evaluations. All of this will contribute to improving performance and service to the community and support the smooth running of regional government tasks.

b. Responsibility

According to Agus Dwiyanto (2006), responsibility explains whether the implementation of public organization activities is carried out in accordance with correct administrative principles or in accordance with organizational policies, both explicit and implicit.

Based on the results of the observations that the researcher conducted in the field, the researcher concluded that in relation to responsibility, it had been implemented quite well. The researcher conducted direct observations at the research location, and it was true that the human resources in the Protocol and Leadership Communication Section at the Bandung City Regional Secretariat had provided responsibility in accordance with what was stated. It is hoped, according to the informant's confession, that they will also continue to improve the performance of the apparatus so that the organization's performance can run well and provide services so that public satisfaction with the government is better than before.

The responsibility of human resources in the Protocol and Communication Section of the Bandung City Regional Secretariat Leadership is very important in improving the performance of regional government. This section has a major role in supporting smooth communication between regional leaders and the community, government agencies, and other related parties. The following are some important aspects that describe the responsibility of human resources in improving performance, in this case there are several things that need to be considered. Maximizing the planning and implementation of events, human resources in this section are responsible for planning and organizing various activities or events involving regional leaders, be it official events, meetings with the community, or other activities. They must ensure that the event runs according to schedule, smoothly, and in accordance with the desired goals.

Then Management of leadership time, a The staff in this section must also be able to manage the regional leader's schedule effectively, ensuring that the leader can attend important events on time and there are no schedule conflicts. Preparation of communication materials, they are responsible for preparing communication materials, whether in the form of press releases, media releases, reports, or other information that needs to be conveyed to the public or related parties. The quality of the material prepared greatly affects how the message is received by the public. Improving the quality of public services Providing

accurate and timely information, staff in the Protocol and Leadership Communication Section must ensure that the information provided to the public is accurate, timely, and in accordance with applicable policies. Fast and clear information will support government transparency and increase public trust in the performance of the regional government. Representation of regional leaders, this section has a great responsibility in maintaining the image of regional leaders. The staff assigned here must ensure that every interaction between the public or the media and regional leaders is carried out in a polite, professional manner, and in accordance with the values of good governance.

c. Accountability

Based on the results of observations that researchers conducted in the field, it was indeed related to accountability, researchers concluded that the human resources of the Protocol and Leadership Communication Section in The Bandung City Regional Secretariat has implemented accountability in accordance with applicable procedures, meaning that the Bandung City government has presented the interests of the people, where the policies taken will be accounted for with the hope that the interests of the people can be implemented properly and improve the performance of its apparatus resources by paying attention to accountability indicators in the Protocol and Leadership Communication Section at the Bandung City Regional Secretariat.

Accountability of human resources in the Protocol and Communication Section of the Bandung City Regional Secretariat is very important in improving the performance of regional government. Accountability reflects the extent to which the apparatus is responsible for its duties and obligations, and how they can be responsible for the performance and results achieved to the public, leaders, and other stakeholders.

Need for improvement Accountability for activities carried out, Every activity organized by the Protocol and Communications Section of the Leadership must have clear indicators of success. The apparatus is responsible for carrying out each task and ensuring that the event or activity carried out is in accordance with the established standards, both in terms of time, budget, and quality. Transparency in Budget Management, The Protocol and Communications Section of the Leadership is often involved in budget management for various events and activities. The apparatus must be able to ensure that the allocated budget is used effectively, transparently, and in accordance with applicable regulations, this also includes monitoring and reporting expenditures so that they can be accounted for. Then Improving the Quality of Communication and Services, delivering accurate and timely information, a The government has a responsibility to convey true, accurate, and timely information to the public. The clarity of this information will increase transparency and provide the public with the opportunity to understand the policies implemented. Inaccuracy in conveying information can reduce the level of public trust. Periodic Performance Monitoring, s Every task carried out by the Protocol and Communications Section of the Leadership must be monitored periodically, both by internal leaders and by external supervisory institutions. The apparatus is responsible for ensuring that every job carried out meets the standards and targets that have been set.

Accountability of human resources in the Protocol and Communication Section of the Bandung City Regional Secretariat Leadership plays an important role in ensuring that every activity carried out is in accordance with the objectives that have been set, can be accounted for, and provides positive results for the community. By increasing transparency, following applicable procedures, conducting regular performance evaluations, and improving the quality of communication and services, accountability will support the improvement of the performance and integrity of the regional government.

d. Responsiveness

Based on the results of the observations conducted by the researcher, the responsiveness carried out by the apparatus resources in the Protocol and Leadership Communication Section at the Bandung City Regional Secretariat was still not optimal. The researcher observed directly in the field that the response related to scheduling took quite a long time to be responded to by the Protocol and Leadership Communication Section at the Bandung City Regional Secretariat. Of course, this is a fairly serious problem. This can also be proven based on the results of the evaluation of the Protocol and Leadership Communication Section at the Bandung City Regional Secretariat that it is still not optimal.

Responsiveness of human resources in Protocol and Leadership Communication Section The Bandung City Regional Secretariat is crucial in improving the performance of regional government. Responsiveness refers to how quickly and accurately the apparatus responds to needs and problems that arise, whether from regional leaders, other agencies, or the community. Speed and accuracy in responding can affect the effectiveness of communication, smooth activities, and the image of the regional government. Here are some ways the responsiveness of apparatus resources in the Protocol and Leadership Communication Section can improve the performance of its apparatus resources. Quick Response to Leadership Requests, the apparatus in this section must be responsive to the needs of regional leaders. When the leader requests information or materials for an activity, event, or meeting, the apparatus must be able to provide the materials quickly, accurately, and in accordance with the required standards. Quick response to public or media issues, high responsiveness also means that the apparatus must be able to provide a quick response to developing issues, whether through social media, press releases, or press conferences, to avoid the spread of misinformation and ensure that the public gets clear and accurate information. Crisis communication handling, in a crisis situation or when an issue arises that can damage the image of the local government or leadership, rapid responsiveness is very important. The apparatus must be able to respond quickly to provide clarification, take necessary actions, and avoid misinformation that can worsen the situation. Response to public complaints and questions, the responsiveness of the apparatus is very visible in the way they handle requests, questions, or complaints from the public.

Then the Protocol and Leadership Communication Section must have a system to monitor and respond to public input through various communication channels, such as email, social media, or telephone, quickly and effectively. Increase interaction with the community, mUsing digital communication platforms to accelerate interaction with the

community is also important. A quick response to questions or problems submitted will increase the level of public trust in the performance of the local government. Then effective coordination with other agencies, increasing collaboration with government agencies, responsiveness also involves the ability to respond to the needs and requests of other agencies within the local government or even from institutions outside the government. The apparatus in the Protocol and Leadership Communication Section must be able to coordinate quickly to ensure the smooth running of various events, meetings, and activities involving regional leaders.

e. Quality of Service

Based on the results of observations conducted by researchers in the field, the quality of service of human resources in the Protocol and Leadership Communication Section at the Bandung City Regional Secretariat has been implemented quite well, although not yet fully maximized, but researchers assess that the quality of service is in accordance with the expected standards, but indeed in the Protocol and Leadership Communication Section at the Bandung City Regional Secretariat it is important to improve the quality of service with the aim of improving performance in the Protocol and Leadership Communication Section at the Bandung City Regional Secretariat.

Quality of human resource services in Protocol and Leadership Communication Section The Bandung City Regional Secretariat is very important in improving the performance of regional government. Quality services include the ability to provide fast, precise, effective, and efficient services to various stakeholders, be it regional leaders, the community, other government agencies, or the media. Good service quality will strengthen the credibility of the regional government, increase public trust, and support the achievement of government goals. In this case, there are several ways in which the quality of service of human resources in the Protocol and Leadership Communication Section can improve performance: Timely and Effective Event Planning, one of the main tasks of the Protocol Section is to plan and manage events involving regional leaders. The quality of this service can be seen from how well they can organize events that are timely, well-organized, and in accordance with the desired goals. Quality event management will improve the image of the leadership and facilitate communication with the community.

Smooth and Unhindered Event Implementation, kThe ability to handle event details carefully, manage time efficiently, and ensure that all event elements run according to plan, demonstrates excellent service quality. This contributes to better performance and positive influence on regional leaders. Furthermore, fast and effective communication, a clear and orderly communication system, the Protocol and Leadership Communication Section is responsible for maintaining smooth communication between regional leaders and the community, media, and related agencies. Service quality can be measured by the extent to which information is delivered clearly, accurately, and on time. Effective communication increases transparency and accelerates decision-making in government.

Then responsive to leadership needs, aThe apparatus in this section must be able to provide a quick and accurate response to requests or directions from regional leaders.

Quality service means being able to respond quickly to every request for communication materials, information, or activity arrangements with a high level of accuracy. Quick Response to Public Input or Complaints, the ability to receive and respond to questions, criticisms, or suggestions from the public quickly and with solutions is an indicator of service quality. If the public feels cared for and their complaints are responded to well, this will strengthen the relationship between the government and the public and improve overall performance. In this case, managing social media and digital communication is important, namely Effective social media management is an important part of service quality in the digital era. Apparatus in the Protocol and Leadership Communication Section must be able to utilize social media to convey information quickly, address emerging issues, and interact directly with the public. Responsive and informative services through social media can improve performance in terms of transparency and public communication.

Factors inhibiting the performance of the Protocol and Information Section apparatus Communication of the Regional Secretariat Leadership in Supporting Activities Mayor of Bandung

Based on the research conducted, the inhibiting factors for the performance of the apparatus of the Protocol and Communication Section of the Regional Secretariat in supporting the activities of the Mayor of Bandung are several factors. The inhibiting factors that are the focus for analysis are: limited number of apparatus resources and lack of coordination between agencies.

1. Limited Number of Human Resources

Implementing a work program to achieve the goals to be achieved, then One of the resources that must be considered is human resources from the aspect of the availability of adequate personnel. The limited number of personnel will technically affect the quality of the implementation of the work program carried out and the scope of its services, which has an impact on the success of the previously determined activity program.

Based on the results of observations that researchers observed in the field that it is true that the inhibiting factor is the number of inadequate human resources in carrying out their duties and functions, this is proven by one of them is the quality of human resources is still low, researchers assess from several of these problems that human resources in the Protocol and Communication Section of the Regional Secretariat of Bandung City are inadequate so that it has an impact on the ineffectiveness of improving the performance of the Protocol and Communication Section of the Regional Secretariat in supporting the activities of the Mayor of Bandung.

The limited number of human resources (HR) in Protocol and Leadership Communication Section The Bandung City Regional Secretariat can be a major challenge in improving the performance and effectiveness of tasks and public services. The limited number of human resources can affect various operational aspects, especially in carrying out important tasks such as compiling event protocols, coordinating internal and external communications, and managing information needed by regional leaders and the community. The following are some of the impacts of the limited number of human resources in the

Protocol and Leadership Communication Section and several solutions that can be considered to overcome these problems. Excessive workload, with a limited number of personnel, the workload that must be borne by each individual becomes greater. This can cause fatigue, decreased quality of work, and delays in completing tasks. The process of organizing events or managing communications that require a lot of manpower can be disrupted, which ultimately has an impact on the effectiveness and efficiency of services. Delays in managing events and communications, The process of compiling and managing events or communications that involve many parties can be delayed if human resources are limited. Time management and coordination between the parties involved may not be optimal, which can cause events not to run according to plan or the delivery of information to the public to be late.

Then quality of service is compromised, The quality of services provided to regional leaders, the community, and other agencies can be affected by limited human resources. Responsiveness to requests or urgent needs from leaders or the public may be slower or not as expected. Then limited innovation and development, with limited human resources, often the apparatus does not have the time or opportunity to innovate or improve the quality of service through skills development. This also hinders the achievement of better service quality in the future.

2. Lack of Coordination Between Agencies

In order to achieve efficiency, effectiveness and productivity from each development activity, coordination between related agencies is needed, and even a... *Teamwork* strong in implementing development activities. In order to achieve efficiency, effectiveness and productivity of human resource development, it is necessary to conduct a study or review of the importance of coordination between related agencies in implementing regional development tasks.

Based on the results of interviews with the two informants, it is true that Performance of the apparatus of the Protocol and Communication Section of the Regional Secretariat in supporting the activities of the Mayor of Bandung still less effective in coordinating with related parties, of course this is a factor that hinders the improvement of the performance of the apparatus of the Protocol and Communication Section of the Regional Secretariat Leadership in supporting the activities of the Mayor of Bandung, the Protocol and Communication Section of the Bandung City Secretariat Leadership should coordinate with several agencies, in order to help the process of improving the quality of effective services.

Based on the results of observations that researchers have made, it is true that Protocol and Communication Section of the Regional Secretariat of Bandung City still less effective in coordinating with several agencies in the city of Bandung, the lack of routine communication forums and the absence of structured coordination or regular meetings between agencies to discuss progress, challenges, and solutions to improve the performance of the apparatus of the Protocol and Leadership Communication Section of the Regional Secretariat in supporting the activities of the Mayor of Bandung.

Efforts made to overcome performance barriers a Protocol Section and Paragraph Communication of the Regional Secretariat Leadership in Supporting Activities Mayor Bandung

a. Increasing the Number of Human Resources

Quality and competent human resources in their fields are one of the important resources that must be owned by government organizations. Human resources are the driving force of the organization that aims to improve the performance carried out, so increasing their competence is important to support the achievement of the organization to be better. This is because the goals of the organization can be achieved or not, depending on the quality of the human resources that drive it.

Based on the results of interviews with the three informants, the planning of the efforts to be carried out was quite good. The Protocol and Communication Section of the Bandung City Secretariat Leadership will increase the number of human resources and improve their competence, although it has not been implemented, but plans have been drawn up to overcome the problems that occur in the Protocol and Communication Section of the Bandung City Regional Secretariat Leadership, especially in the services provided to government agencies and the community.

Based on the results of the observations made by the researcher, the efforts that will be made in the future are quite good, although they have not been implemented, there are already plans to increase the number of resources and improve the quality of the competence of these human resources. This aims to be able to improve performance of the apparatus of the Protocol and Communication Section of the Regional Secretariat Leadership in supporting the activities of the Mayor of Bandung, the researcher observed that this is indeed necessary and must be resolved quickly because the performance of the apparatus of the Protocol and Communication Section of the Regional Secretariat Leadership in supporting the activities of the Mayor of Bandung is very influential in improving government performance through activities or programs implemented by the Mayor of Bandung.

b. Improving Inter-Agency Coordination

To improve the quality of performance, of course, coordination between agencies is very necessary, with the aim that the improvements made can run well. Based on the results of interviews with several informants above, the Protocol and Communication Section of the Bandung City Regional Secretariat will make efforts to improve coordination between agencies, this is important to do because it is for the sake of smoothness in the process of improving the performance of the Protocol and Communication Section of the Bandung City Regional Secretariat. The researcher concluded that the efforts that will be made are quite good, because coordination between agencies is important to do in order to improve the quality of human resources.

Based on the results of the observations made by the researcher, the efforts that will be made are quite good, although they have not been implemented, the researcher assesses that the efforts that will be made are in accordance with current needs, that coordination is

very important to be carried out in improving the performance of the apparatus. Protocol and Communication Section of the Regional Secretariat of Bandung City. Of course this is a hope in advancing a region, then also the importance of improving the quality of human resources through improving the quality of education.

CONCLUSION

Based on the results of the research and discussion, the researcher obtained the following conclusions: Analysis of the Performance of the Protocol and Communication Section of the Regional Secretariat Leadership Apparatus in Supporting the Activities of the Mayor of Bandung. The productivity indicator has been implemented but is still not optimal by the resources of the Protocol and Communication Section of the Regional Secretariat of Bandung City. The indicators of responsibility and accountability have been implemented quite well. On the responsiveness indicator based on the research results are still not optimal. Then on the service quality indicator apparatus resources of the Protocol and Leadership Communication Section of the Bandung City Regional Secretariat has been implemented quite well. Inhibiting Factors of the Protocol and Leadership Communication Section Bandung City Regional Secretariat in improving performance apparatus resources, namely the limited number of human resources and the lack of coordination between agencies, this is proven based on research results that the number of apparatus resources is still inadequate and there is a lack of coordination between agencies carried out by apparatus resources of the Protocol and Communication Section of the Bandung City Regional Secretariat. Efforts made to overcome the inhibiting factors of the Protocol and Communication Section of the Bandung City Regional Secretariat in improving performance. apparatus resources, namely: Addition of apparatus resources and increasing their competence in supporting better apparatus resource performance. Increasing coordination between agencies with the aim of increasing the acceleration process in improving the quality of apparatus resource performance in Protocol and Communication Section of the Regional Secretariat of Bandung City improving coordination between agencies, so that the performance of human resources can be improved better than before, so that the programs implemented can also run well

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